Interim Executive Director report
Wikimedia Foundation
Board of Trustees meeting
22-23 June 2016

WIKIMEDIA
FOUNDATION

Agenda

Day 1

Operational and transition update and discussion, 30 min

Community engagement update and discussion, 60 min

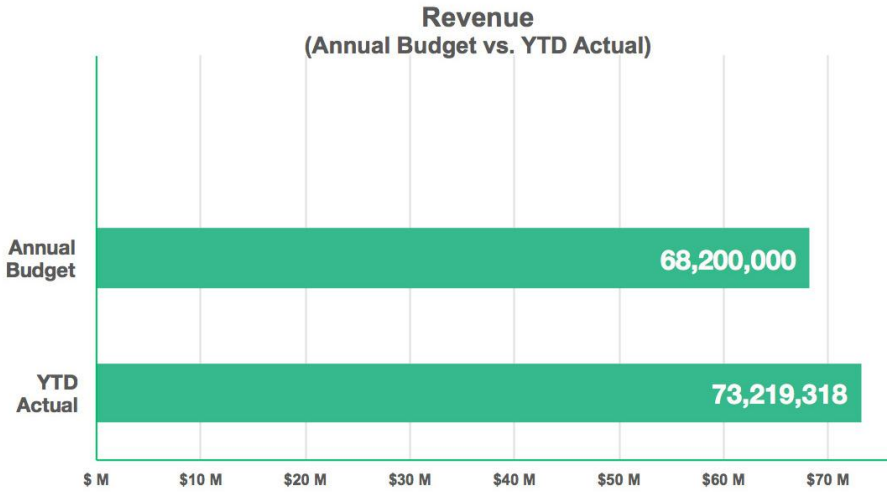
WMF engagement update and discussion, 60m

By chensiyuan (chensiyuan) [GFDL (http://www.gnu.org/copyleft/fdl.html) or CC BY-SA 4.0-3.0-2.5-2.0-1.0

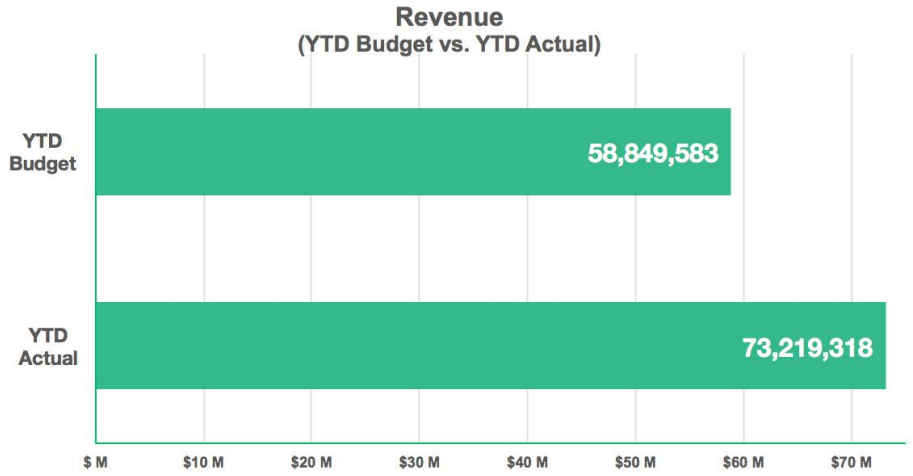
Operational update

By Ansgar Koreng, via Wikimedia Commons

As of 30 April, revenue has exceeded the annual budget of 68 million USD by more than 5 million USD



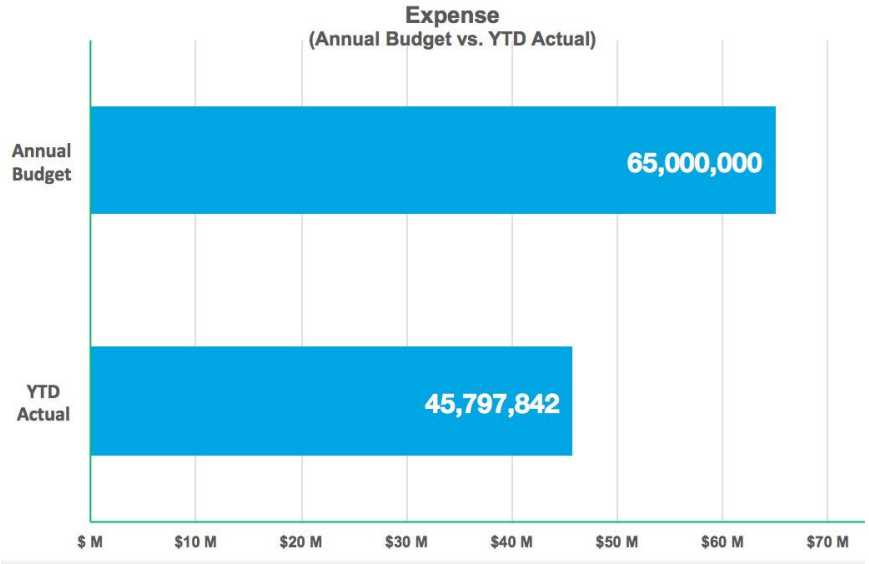
Variance: $5,019,318

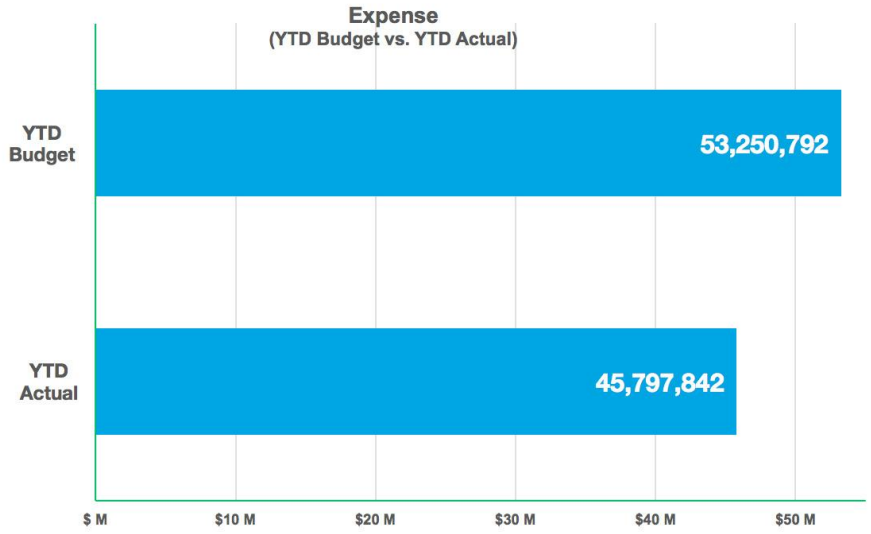


Variance: $14,369,735

	YTD as of 4/30/16
Donations (excludes temporary restricted donations - 462,435 USD)	72,769,501 USD
Wikimania sponsorship and registration fees	105,497 USD
Dividend and interest	344,320 USD

Expense has underrun the YTD budget and will underrun the annual budget of 65 million USD

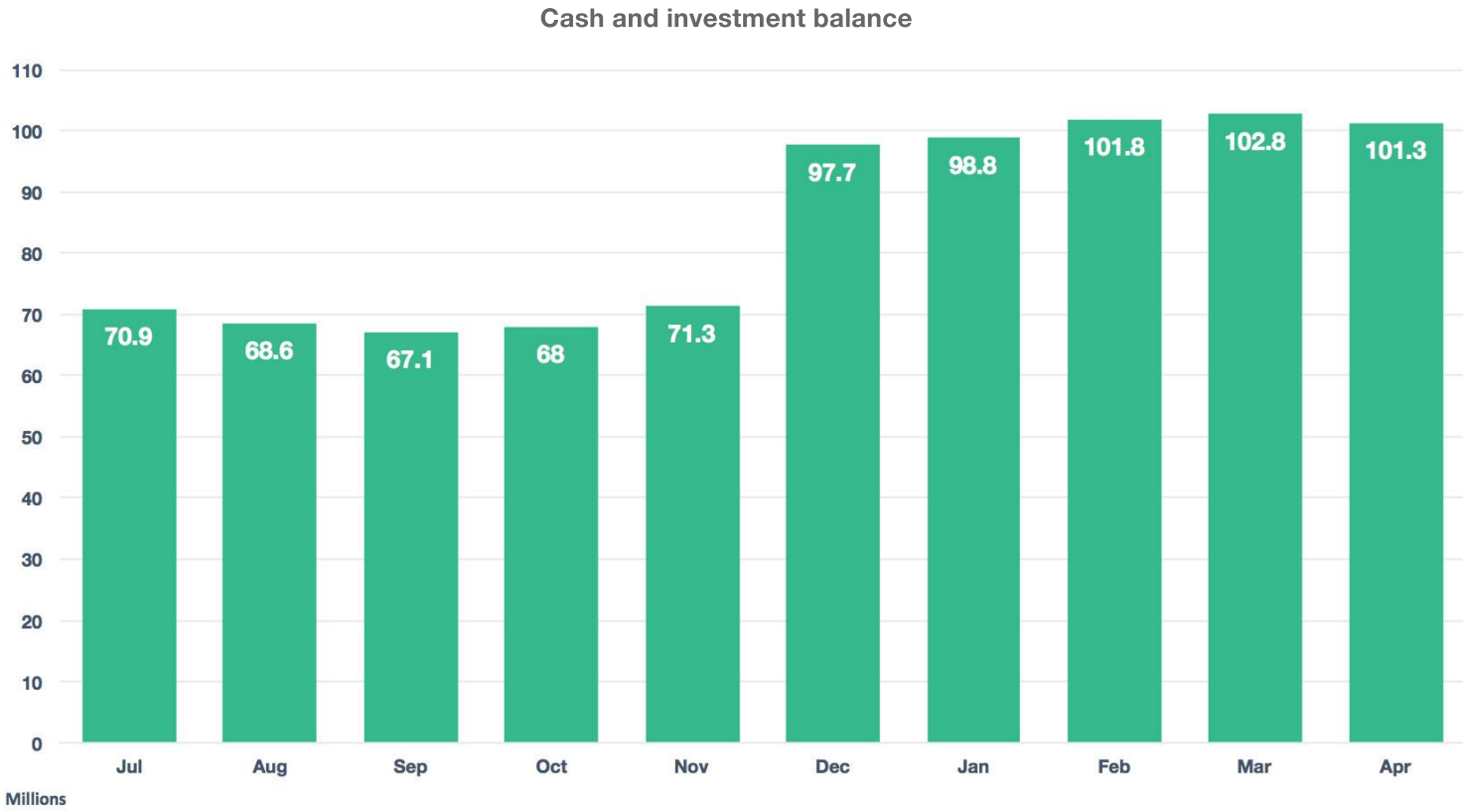




YTD as of 4/30/16

Main budget variance	**7,452,950** USD (YTD)

Financial trends



YTD as of 4/30/16

Key project metrics: April/May 2016

Discovery

		MoM
User Engagement [1][2]	**36%**	**+ 2.86%**
User Load Time[3]	436 MS	+2.8%
Zero Rate (with bots) [2]	23%	- 26.1%
API Usage [3]	135 M	-1.12%
Google Referred Clicks [4]	1.38 B	8.3%
Avg Google Pagerank [4][5]	4.5	0

[1] This metric combines the clickthrough rate and the proportion of users' session dwell times exceeding the threshold of 10s.
[2] Completion Suggester and Portal improvements continue to contribute to the improvement in User engagement and Zero rate
[3] User load time and API usage fluctuates month to month, this change is normal variance
[4] Google data for en.wiki only. Moves up and down based on trending topics
[5] Google pagerank - negative or down is good

Reading

		MoM
Pageviews [1]	**15.7 B**	**-3.1%**
Desktop	8.8 B	-3.3%
Mobile Web	6.9 B	0%
Unique Devices (enwiki) [2] NEW	597 M	+1.1%
Android Uniques	6.96 M	-1.4%
Android Installs	20.5 k/d	-1%
iOS Uniques [3]	--	--%
iOS Downloads [4]	3.4 k/d	-4.%

[1] Last 3 years pageviews remain flat and month over month they have continued to be flat or slight decline.
[2] Analytics team added a **new** unique devices metric. Currently per-project without a global number. 61% of the uniques on enwiki are on mobile.
[3] iOS app switched to opt-in data collection. This means internal metrics we have been relying on are less useful.
[4] iOS 5.0 release was in Q3 and downloads have returned back to pre-release numbers

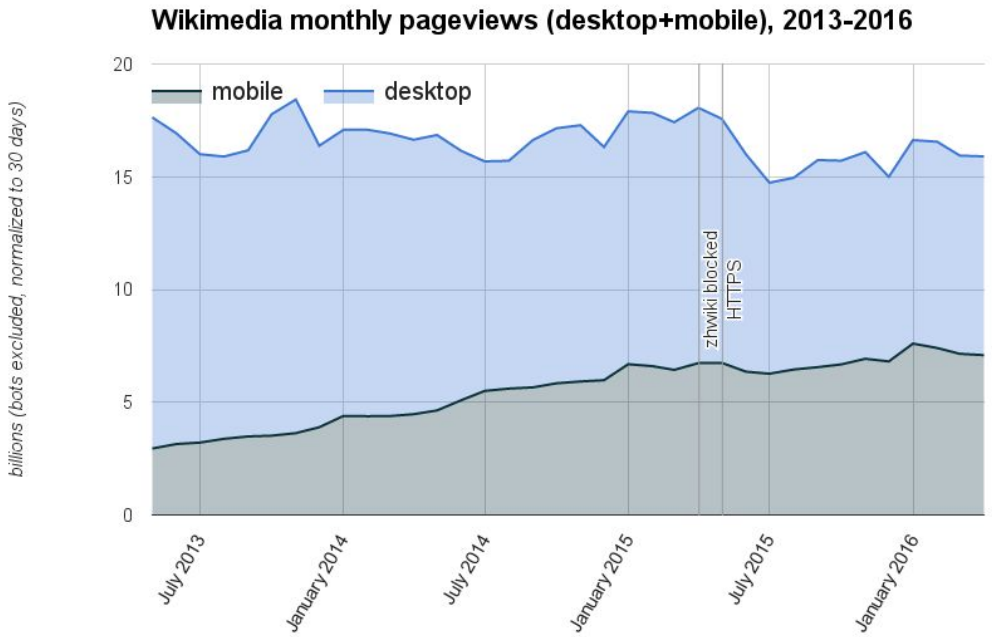
Editing

		MoM
Active Editors [1]	**77.8 K**	**-2.6%**
New Editors [2]	22.7 K	-10.8%
Article Edits	12.4 M	+3.3%
Article Edits (Mobile)	522 K	-5.7%

[1] These are numbers from April. New queries for this metric are run manually at a time after this report is produced.
[2] This metric is a new query - Rolling new active editors are non-bot editors who registered recently and saved a minimum threshold of edits.

https://www.mediawiki.org/wiki/Wikimedia_Product

Pageviews by access type for May



Pageviews per month	
Total	**15.9 billion** **-10.5% YoY (est.)***
Desktop	8.8 billion -18.6% YoY (est.)*
Mobile web	6.9 billion +5.9% YoY (est.)*
Apps	208 million -6.4% YoY (est.)*

Secondary Texas data center

Technology team

Photo by Arild Vågen, CC BY-SA 3.0.

Community Tech

Product: Reading, Community Tech Team

Photo by TheDasherz, CC BY-SA 4.0.

Cross-wiki notifications

Product: Editing, Collaboration Team

Photo by TheDasherz, CC BY-SA 4.0.

New readers research

Communications, Product, Design Research, Global Reach

Photo by Zack McCune, CC BY-SA 4.0.

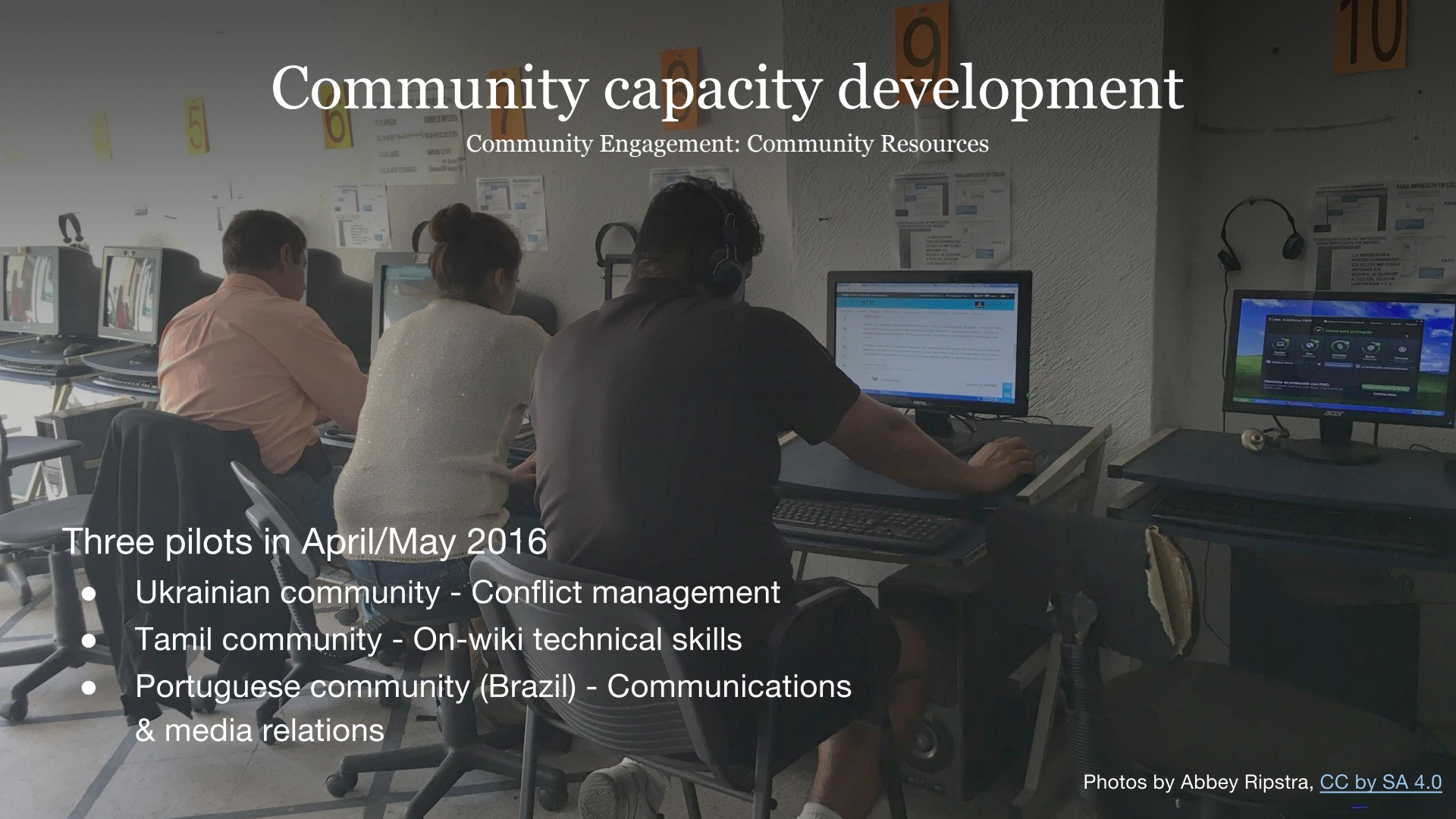
Rapid grants (up to 2,000 USD)

Community Engagement: Community Resources

Photo by NehalDaveND, freely licensed under CC BY-SA 4.0

Community capacity development

Community Engagement: Community Resources



Three pilots in April/May 2016

- Ukrainian community - Conflict management
- Tamil community - On-wiki technical skills
- Portuguese community (Brazil) - Communications & media relations

Photos by Abbey Ripstra, CC by SA 4.0

Security audit

Legal, Office Information Technology, Security

Transitional priorities

Zachary McCune, CC-BY-SA 4.0

Stabilize, rebuild, unite

Completed

- Delivered 2016-2017 annual plan for review and approval
- Delivered 2016-2018 Foundation strategy for review and approval
- Implemented a plan to address critical engagement survey results
- Filled 1/4 critical vacancies: Employee Relations Specialist

Still in progress

- Support the permanent ED search process
- Fill critical operating vacancies: CTO (have interim), CT&C (have interim), CCE (have interim)

Search timelines

Alignment & research

Stakeholder engagement
Job description
Candidate pool

ED: April-June

CTO: Complete
C T&C: August
CCE: September

Outreach & development

Candidate outreach
Resume review
Initial screens

ED: July-August

CTO: April-July
C T&C: Aug-Sep
CCE: October

Assessment & selection

Interviews
Select finalists
Final interviews

ED: September

CTO: May-August
C T&C: Sep-Oct
CCE: November

Announcement

Negotiations
Offer
Communications

ED: October

CTO: August
C T&C: Oct-Nov
CCE: December

Dietmar Rabich, rabich.de [CC BY-SA 4.0, CC BY-SA 3.0 de or CC BY-SA 3.0], via Wikimedia Commons

Community Engagement

Increasing the quantity, quality, diversity, and reach of Wikimedia by supporting people and organizations aligned with our mission and vision.

*The mission of the Wikimedia Foundation is to **empower and engage people around the world** to collect and develop educational content under a free license or in the public domain, and to disseminate it effectively and globally.*

*Imagine a world in which **every single human being can freely share** in the sum of all knowledge. That's our commitment.*

Community Resources | Learning & Evaluation | Programs | Technical Collaboration | Support & Safety

Community Resources

Overseeing the **distribution and development of resources** to **support community leaders, organizations, contributors, and projects,** including $7.11M in individual and organizational grants.

- **Grants**
- **Guidance**
- **Building capacities**
- **Event support and facilitation**

Photo by Mike Peel(Own work) [CC BY-SA 4.0, via Wikimedia Commons

Learning and Evaluation

Retaining and engaging volunteers through learning and sharing tools. They connect community leaders to one another, to resources, and to capacity development opportunities.

Photo by AWang (WMF) (Own work) [CC BY-SA 4.0, via Wikimedia Commons

Programs

Supporting projects that **expand the breadth, depth, and diversity of knowledge in the Wikimedia projects** in three main areas:

- **Wikipedia Education Program**
- **Wikipedia Library**
- **GLAM**

Photo by Ananth Subray (Own work) [CC BY-SA 4.0, via Wikimedia Commons

Technical Collaboration

Improving our ability to **collaborate with community and staff developers** to build quality features to expand Knowledge and support Communities.

- **Build better software**
- **Collaborate with community**
- **Recruit new volunteer developers**

Photo by Fabrice Florin (WMF) (Wikimedia Foundation) [CC BY-SA 3.0, via Wikimedia Commons

Support and Safety

Improving community health, volunteer engagement and retention, community self-governance, and **ensuring trust and safety of users**.

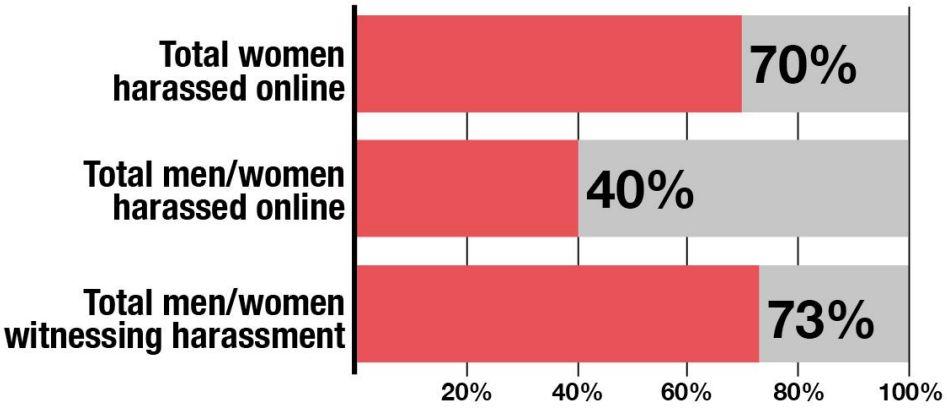
- **Direct community engagement**
- **Internal support**
- **Trust and Safety support**

Photo by Jeff Elder (WMF) (Own work) [CC BY-SA 4.0, via Wikimedia Commons

Community culture:
Harassment and healthy environments

WIKIMEDIA
FOUNDATION

Harassment is a challenge across the internet



Harassment obstructs community health, growth, and inclusion

- Impact on people
  - 78% found distressing; 27% extremely distressing
  - Women twice as likely to find harassment extremely or very distressing
- Widely misunderstood, poorly defined, sometimes denied
- No silver bullet or solutions: combination of tools, management, culture

*Pew Research Center study on Online Harassment (2014)
**UN (2015), “Cyber Violence Against Women and Girls”

How does it affect Wikimedians?

Deterrents to contribution identified by our most recent Editor Survey:

- Criticism of their work from others **27.6%**
- Editors are “not fun to work with” **23.6%**
- Harassment from other editors **10.8%**

What does this mean to the projects?

- How does harassment affect our community: What forms does it take, how does it affect motivation, how effective are our current practices?
- How does the community want to address the problem?
- What alternatives exist: How do other online communities address the issue? What does the research have to say?
- How do Wikimedia's technical infrastructure and social values contribute to the problem? What can be improved?

We surveyed the issue

- Evaluated external research and practices
  - With external researchers and community, started the Online harassment resource guide (a literature review of existing academic research)
- Reviewed other community policies, published summaries and findings
  - Online Community Conduct Policies
- Collected data on the problem (2015)
  - Harassment consultation and workshop
  - Harassment survey (in 16 languages)

Consultation and survey goals

- Collect baseline information
- Gauge the community’s perception and self-assessment of harassment
- Show fail points
- Invite the community to engage
- Raise awareness of the issue
- Drive changes in process or policy
- Outline measures of success

Key survey findings

- Women and marginalized genders are more likely to experience harassment on our projects than men.
- 88% of people reported being upset by their experience with harassment, with 35% describing it as “very” or “extremely” upsetting.
- More than **50%** of people who reported being harassed reported subsequently **decreasing their participation in Wikimedia**.
- 42% of responders found their efforts to address harassment ineffective.
- 51% of people who witnessed (rather than experiencing) harassment did not become involved. **67%** of those who did attempt to intervene reported experiencing some level of **retaliation**.

"Your Writings are shit ! "

"you don't know the first thing about..."

"nasıl bu kadar onursuz olup ama ksine görünüşte iyi ve salak olabiliyorsın?"
(How can you be such dishonorable and at the same time seem like a good and stupid person?)

"All queers will be shot! You fucking faggot, I hope you burn in hizzell!"

"Hier riecht es nach Kacke"

"DIE CIS SCUM"

*"Arrête avec tes bandeau à la *** et va jouer à la guerre ailleurs"*

"Was fürn SCHEIß!!!"

"I AM GOING TO KILL YOUR GRANDCHILDREN"

"son of a bitch"

"Soy un hijo de la grandisima puta"
(text impersonating an editor)

"Oh you aRE ALL I GIVE YOU PERMISSION YOU DICK..... THEY TELLYOU"

"What entitles a feminized nebbish like you to delete a book that you haven't even read"

"Reichstag Barkstein"

"With Jews you win"

"Dieser benutzer hat keine arbeit und schreibt sinnlosen kl_se unter jeden mist den man aus spass kommentiert. MfG Your asshole lickin' OG Loc"

"Halt die Fresse, du Arschloch"
(Shut up, you asshole)

"You're an old fart and so is your friend"

The good news:
This is an opportunity to lead

We’re already leaders

“Rather than advancing knowledge on public wellbeing, companies worry about sharing unflattering results. While many platforms share detailed data with researchers about copyright complaints, ***only Wikipedia shares survey information on the kinds of harassment its users report.”***

J. Nathan Matias*, “A Toxic Web: What the Victorians can teach us about online abuse”* - The Guardian

The community supports change

2015 strategy survey's second-most supported point

Reduce harassment issues and the gender gap to facilitate a safe, welcoming, and supportive environment for contributors and editors.

Where does the community want change?

Five key areas of improvement:

1. More data on the problem
2. Technical-based solutions
3. Improvements to training for community members with advanced rights
4. Improved dispute resolution practices
5. Improved policies and enforcement

What is underway?

- Completed and implemented an Event Ban Policy to support local organizers to protect event participants
- Created Friendly Spaces Expectations in Meta grantmaking space; working with community on proposed technical spaces Code of Conduct
- Delivered Community Capacity Development conflict management pilot module (Ukrainian comm.)
- Partnered with thought-leaders on finding information and solutions (Danielle Citron at WikiConference USA, Congresswoman Katherine Clark, the Berkman Center workshop on misogyny, participating in the Berkeley roundtable on online harassment)
- Began designing an early-detection tool for harassment, called Detox, along the lines of our machine-learning projects around vandalism detection

Detox tool and research

“Recognizing the problem of online harassment on its sites, the [Wikimedia] Foundation is also focusing more on reducing it.

One project, for example, is exploring the use of automated tools to help administrators detect and mediate conflicts earlier.”

Nicole Torres, *“Why Do So Few Women Edit Wikipedia?”* - Harvard Business Review

What's next?

Inspire Campaign: 218 proposals in under three weeks; 579 participants

- "Protect user space by default" - Explores protection levels for user pages, which are a common location for abusive edits
- "Create a help page in all Wikipedias" - Proposes coordinated improvement of help documentation regarding harassment across all projects
- "Study how current mechanisms handle harassment" - A research proposal: Do we know where current processes break down? Where they are effective?

Training community leaders: translatable online training modules

- Best practices for handling harassment reports
- Event organizers training

Questions

- What are our responsibilities to our users?
  - What are our obligations to address harassment as a matter of values?
- What is our appetite for meaningful change, and what does that look like?
  - What are the risks of action? What are the risks of inaction?
- What would global policies or enforcement look like?
  - How would we address this in an inclusive, global fashion?
- What role should we play in shaping the broader internet discourse?

Board discussion

Photo by Diego Delso [CC BY-SA 4.0], via Wikimedia Commons

Day 2

Annual Plan

© Dietmar Rabich, rabich.de [CC BY-SA 4.0, CC BY-SA 3.0 de or CC BY-SA 3.0], via Wikimedia Commons

Board approval of the annual plan

The Annual Plan review has been successfully completed:

- Posted on Meta (FY16-17 Annual Plan & revised Strategy) for FDC and Community Review
- Draft of Annual Plan / Strategy reviewed with Board
- Detailed Financial Budget reviewed with the Audit Committee
- FDC and Community Input received
- Formal response sent to the FDC by WMF and FDC recommendations integrated into next revision of the Annual Plan
- Revised Annual Plan presented to Audit Committee
- Audit Committee approval received

The Wikimedia Foundation and the Audit Committee of the Board of Trustees is proposing the approval of the Annual Plan for fiscal 2016/2017

Board resolution

Resolved, that the Board of Trustees hereby approves management's proposed 2016--17 Annual Plan, which includes $63 million of revenues and $63 million of expenses with no increase to the reserves. If, during the year, management anticipates the reserves will differ materially from the plan, the Board directs management to consult the Chair of the Audit Committee promptly.

Quarterly breakdown of the Annual Plan

(all amounts in USD, in millions)

	Q1 (Jul-Sept)	Q2 (Oct-Dec)	Q3 (Jan-Mar)	Q4 (Apr-Jun)	Total
Revenues	4.0	36.5	13.3	9.2	63.0
Expenses	13.9	18.1(a)	14.9	16.1(b)	63.0
Net	(9.9)	18.4	(1.6)	(6.9)	0.0
Change in Reserves	(9.9)	8.5	6.9	0.0	0.0

(a) Q2 expenses are higher than other quarters because of higher donation processing fees which correlate to higher donation revenue target and FDC's round 1 grants commitment.

(b) Q4 expenses are higher than Q1 and Q3 because of FDC's round 2 grants commitment.

Board discussion

Photo by Diego Delso [CC BY-SA 4.0], via Wikimedia Commons

Preparing for movement strategy

WIKIMEDIA
FOUNDATION

Clear desire for a unifying vision

- Affiliate requests
- Community feedback
- FDC recommendations
- Trustee responsibility
- Wikimedia Foundation engagement survey results
- Major donor interest in our long-term vision

Challenges

- Staff burnout from 2014-2015 process
- Community dissatisfaction with inclusivity, engagement, and consultation
- Pending leadership search
- Strategy and vision should come from permanent leadership

Needs

- Re-engage staff with compelling vision
- Identify community and movement organizations engagement within broader vision
- Address and prepare for longer-term opportunities and challenges
- Allocate resources against holistic strategy
- Build legitimacy with permanent leadership team

Preparation and planning

- Identify:
  - Stakeholders
  - Resources
  - Timelines
- Review strengths and weaknesses of past processes:
  - 2010-15 Wikimedia movement strategy:
    - Process, strategy, results
  - 2016-18 Wikimedia Foundation strategy:
    - Captures all assets and strengths and opportunities
    - Counteracts all challenges
- Capture stakeholder feedback (Board, affiliates, staff)
- Make recommendations for movement-wide process

Identify goals and build alignment

- Organize sessions with staff, Trustees, affiliates, and contributors around:
  - Strengths (our movement assets)
  - Destination (where we are going)
  - Purpose (why we want to be there)
  - Strategy (how will we get there)

- Engage Foundation departments through discussion on department-level ownership of their part of the vision

Prepare for movement strategy

July	August	September	October	November
Audit 2010-15 strategy Strengths and weaknesses of process, plan, and results	**Vision evaluation** - WMF - Trustees - Affiliates - Contributors	**Mapping vision** How do our current programs get us there?	**Finalize recommendations** Process and implementation	**Board strategy retreat**
Audit 2016-18 strategy Does it capture all assets, strengths, threats, opportunities?	**Evaluate fundraising** Will current revenue model sustain us?	**Explore metrics** How can we better measure against goal and vision?	**Confirm agreement** Present to the Board	
Identify timelines, stakeholders, & actions		**Confirm** timelines, stakeholders, actions needed	**Prepare** for Strategy retreat with Board	

Board discussion

Photo by Diego Delso [CC BY-SA 4.0], via Wikimedia Commons

Thank you

WIKIMEDIA
FOUNDATION

Credits

Image slide 12 - File:Harassment Survey 2015 - Results Report.pdf. By Kalliope Tsouroupidou, License: CC-By-SA 3.0

Image slide 14 - File:Harassment Survey 2015 - Results Report.pdf. By Kalliope Tsouroupidou, License: CC-By-SA 3.0

Image slide 24 - File:NounProject_Leaves. By Pham Thi Dieu Linh. License: CC-By-SA 3.0